

EYES ONLY TO CARROLL

oct 14

Dear General Carroll:

I regret that my management decisions have become a source of concern to you. However I am appreciative of your interest and willingness to discuss the matter.

I have most carefully considered your letter of 6 October 1964, and reviewed its elements against my past, present and future management policies. If I understand you correctly DOD is quite satisfied with past and present support received but believes that current management procedures mitigate against receiving like support in the future. Specifically your concern appears to relate to a so-called involuntary rotation of CIA personnel.

I would like to briefly review the facts related to this matter, and suggest that there might be some alternative which will resolve both our concerns.

The Management decision was not made on the spur-of-the moment, but was actually implimentation of plan in solution of what had always been recognized as a problem area. Under the terms of NSCID-8 NPIC does not exercise Administrative control over the personnel. This procludes authority to act in solution of such matter as career planning including training and job evaluations.

The number of CIA personnel furnished to PAG are a small part of the total number assigned to NPIC. (Less than) STAT
 - DOD furnishes ⁷⁶~~100~~ to NPIC) And it is cooperative spirit STAT
and cohesive force of this total group which accounts for NPIC's

Experience has demonstrated that I cannot completely isolate a fixed group of CIA PI's from their Administrative side particularly when that side is dynamically responsive to their individual career planning needs.

NPIC has grown to its present position through what amounts to a continuous series of compromise actions, and I am quite prepared to seek any solution deemed by you to be mutually satisfactory.

I am pleased, General Carroll, that you have been more than satisfied with NPIC performance to date and have valued its PI judgement so highly. I am also very pleased indeed to note your personal assurances that NPIC will receive only the best DOD personnel since on past occasions we have hesitated to request changes due to what was believed to be recognition of DOD problems.

In conclusion may I say that I personally regret that my management decision was a source of concern to you. However, as I have said before, I am most appreciative of your personal interest and willingness to work for the planned future goals of even greater achievements.

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past and present performance. This is a most critical point since the career planning for these CIA personnel has had to be carried out within the framework of CIA Administrative policies. PI's as you know, have not been a readily available commodity for CIA but must be recruited from civilian Universities and Colleges and trained. Since this training had to be accomplished within the CIA framework it was necessary to implement some form of exchange with the NPIC. An intensive program has produced results, but it has necessary for me also to religate Departmental concerns to a secondary role.

It was this form of exchange that first occurred in May, and represented not CIA's desires but a compromise achieved at the working level and approved by myself. The two year proposal, with its four areas of consideration, came about in an attempt to meet DOD desires without seriously affecting the morale of CIA personnel. While I as Director of NPIC have a very deep concern for the career planning of NPIC I can only effectively deal with the majority working force from CIA.

22 October 1964

Dear General Carroll:

I shall come right to the heart of this matter of rotation which you have raised with me quite forcefully in your letter of 16 October and list for you first off the factors which I considered in deciding on this policy:

1. NPIC is totally dependent ^{for} its PI strength, upon inputs of photo interpreters from CIA and DIA.
2. The Director, NPIC, has only functional, not administrative responsibility, for these individuals.
3. ~~However~~ ^{while} DIA has access to dozens and indeed hundreds of trained photo interpreters, CIA has on hand today at its optimum strength, only ____.
4. CIA is totally dependent on recruiting from universities, corporations, and the market place in order to bring on duty personnel, not trained in PI work, but capable of being trained.
5. Only trained personnel can train untrained personnel and such training is the responsibility of the parent organization involved.
6. The parent CIA Photographic Intelligence Division must possess the capability, not only to train new personnel for the national effort, but to afford CIA some reasonable competence in the fulfillment of that Agency's departmental requirements.

7. It is CIA policy prescribed by the Director of Central Intelligence to plan for and provide long term career development and training for its personnel, similar in some respects to the much more deeply rooted systems which the military services have for their office cadres.

With the above factors clearly in mind I wrestled long and hard with the problem of establishing a program which would provide the national center with highly trained and competent personnel, not just today, but over the long haul, keeping a flexible and proficient training base from which new PI's ^{could} ~~can~~ be sent into the national center and at the same time providing CIA with at least a minimum force of PI's capable of meeting that Agency's most urgent departmental requirements. The simple fact of the matter is there are not today a sufficient number of highly trained CIA PI's to go around.

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Were ~~y~~ ^I to take all of CIA's highly trained and specialized PI's and place them permanently in the national organization I would ~~destroyed~~ ^{have} the Agency's training base from which I must draw 1/2 of my future PI's for years to come and secondarily seriously cripple, if not emasculate, the limited departmental capability which the Agency possesses. From the long-term standpoint were I to ~~attempt~~ adopt such a policy I could at the best be called short-sighted and at the worst grossly negligent in providing for the future. ^P Now I know that my senior people ~~have~~ have met with representatives from your office and have discussed this situation in detail and I had hoped that ~~that~~ your people would see that the situations affecting the two parent organizations, DIA and CIA, were materially different and that, therefore, a uniform policy between the two was not automatically necessary, or even desirable. Further I had hoped that

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you would make some allowance for the many problems confronting me in this area including those problems of running a bipartite organization where full administrative control over the resources is lacking.^I Of course, sir, respect your opinions and judgments in this matter and have known that your over-riding interest was the preservation and enhancement of the national PI capability. I am deeply troubled, however, that you felt that I would either deliberately, or through lack of understanding of the consequences, adopt a policy leading to the diminution of the role or deterioration of the capability of the national center. I have continually striven by every means at my disposal to enhance the qualitative and quantitative production capabilities of this organization, not because I run it, but because I believe so completely in the objective contributions it can make to the overall intelligence effort.

I am glad to have the opportunity to discuss this situation with you and hopefully to explore with you for a few moments those areas of interest which you may have concerning future activities of the Center. I would be pleased to set a schedule with ■ you whereby I could report at whatever intervals you deem advisable and update you on the many facets of this operation.

19 October 1964

REMARKS TO GENERAL CARROLL

1. General, to be completely honest with ^{you} ~~the~~, I was very surprised to read the contents of your memo concerning rotation of CIA personnel into NPIC but by the same token, I am glad to have the opportunity to talk with you about this problem and to update you on this and any other administrative or management problems confronting the Center that you might be interested in. Possibly, I should have done more in the past to keep you up to date on the operations of the Center but with the terribly busy schedule that I now have I have been somewhat reluctant to consume your time with these sorts of items. Let me say right now, however, I would be very pleased to set a schedule with you whereby I could report every month or quarterly or at what ever intervals you feel worthwhile.

2. Now as to the particular problem at hand. I would like to report to you as a co-chairman of the Board of Directors of this operation and if you will accept me as your PI advisor to explain to you my philosophy of how the PI portion of this Center should be managed at least as it concerns the handling and training of personnel-- Rotation in my book is not an evil but a desirable means to ~~Man~~ end; namely, continually providing trained, qualified, experienced PI's to the business, more coming with a variety of backgrounds and experience and changing at such reasonable intervals as to keep up their enthusiasm and cause them to

constantly be on the search for new ideas, new methods and capable of making continuing critical assessments of the operations. The last thing in the world I want is a large cadre of PI's who are going to set in that Center for ten, fifteen or even longer years until their minds and attitudes have stagnated and they go through their daily performance in a hum-drum semi-automatic fashion. Working in different PI elements in Washington and in the field confronted with different situations, in working on different parts of the all-over photographic exploitation process over a period of time gives a man a breadth and diversity of experience which he simply cannot pick up sitting in one place no matter how active or important the work may be in that one place. Experiences gained in departmental and indeed, field installations can be real assets to our operations and I welcome just as enthusiastically the rotation of the military officers in the DIA contingent as I support a rotation of CIA personnel in the CIA contingent.

3. Now I do not deny for a moment that we currently have some temporary problems in having CIA supply its 50 per cent share of trained PI's to the National Center. This was to be expected and certainly came as no surprise to us. CIA had no trained cadre of hundreds of PI's waiting to be snapped up and put into NPIC. When you found DIA and took over the PI holdings of the military services you were able to take command of reasonably large parties of PI's none of whom were trained to a greater or lesser extent. CIA has had to go out into the market place, out into the universities and corporations, hire people and then place them and train them.

This as you know is a long and time-consuming process but we are whipping it. By the end of FY 65, CIA should have sufficient PI's in-house to staff both the national and departmental needs. Further, it will be in a position to keep current with the limited attrition we expect. Therefore, we should be able in a relatively short period of time to have a total cadre of trained PI's to use in both areas. When this happens, I believe the so-called problems of rotation which I gather from your people see today tend to disappear.

4. For ten to fifteen years I have had division of the national PI center such as the one we are operating today and I know you will believe me when I tell you I would not take any action which would in any way tend to materially diminish or compromise its effectiveness but as you must look at the buildings of long term assessments for DIA so I must try to take a long-range view of the management problems of the Center and in my judgement rotation of PI personnel is a desirable method of securing for the Center over the long-run of best qualified PI's.

5. You have been kind enough to commend us on many occasions for the work which we have done for you and the community as a whole and we are deeply appreciative of your praise and again assured you would do nothing to cast the organization in any different light in your eyes. If in our management judgement we must occasionally step back one pace to go forward three that is a decision which we have to make, but so long as we are all operating in good faith and you and Mr. McCone and the community can find no fault with our products, I submit that you and the DCI should not have to be concerned with the internal management problems of the Center.

6. I will be glad to go on with the problem in any amount of detail you wish and indeed if you are now or remain after we have talked about it

more still unconvinced that some form of rotation will accrue a net advantage for the Center, then I am also willing to set down and work out some ultimate arrangement of management which you feel will be better but if you are seeking my advice now on the rotation problem, I say to you that I support it and advocate it of a continuing method of operation.